

CA40NHBLT74
81G71

URBAN/MUNICIPAL

*Guidelines for
Community Councils*



CORPORATION OF THE CITY OF HAMILTON

DEPARTMENT OF **CULTURE
& RECREATION**

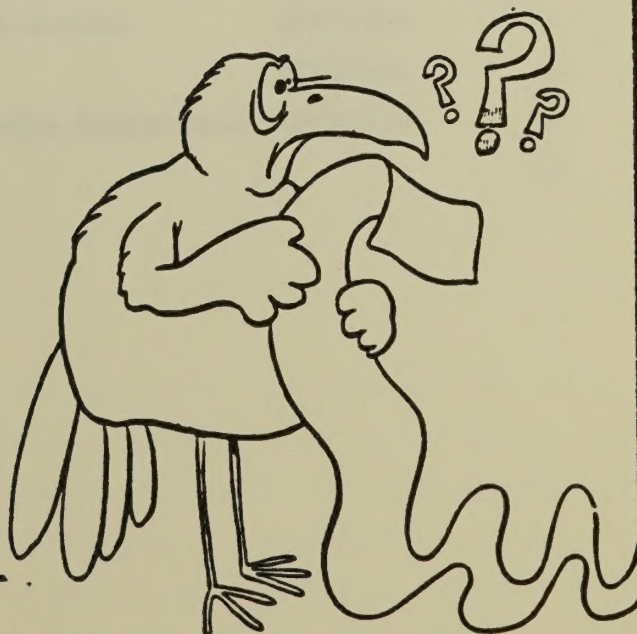
OFFICES LOCATED AT CITY HALL 527-0241

GUIDELINES

FOR

COMMUNITY

COUNCILS



C O N T E N T S

	<u>PAGE</u>
<u>Guidelines</u>	1-2
1. A New Community Council	3
2. The On-Going Community Council	4-5
Voting Membership	6
Council Executive	7
President	8
Past President	9
Administrative Vice-President	10
Program Vice-President	11
Treasurer	12
Secretary	13
Committees	14
We've Got the Place	APPENDIX 1
The Community Council's Terms of Reference/Constitution	APPENDIX 2
Agenda	APPENDIX 3
Parliamentary Procedure in Action	APPENDIX 4
Funding and Fund Raising	APPENDIX 5
Community Meeting - Community Conferences	APPENDIX 6
Co-operatives	15

GUIDELINES

FOR A SUCCESSFUL COMMUNITY COUNCIL

This booklet is designed to aid in the development of Community Councils in Hamilton.

It deals with both new and established organizations and has received input from Community Council workers.

If your Community is examining ideas, dealing with concerns, or wondering who to turn to for help, this should help.

WHY DO COMMUNITY COUNCILS EXIST ?

Although no Community Council is the same as the next, all do have one single element which is common. This is, the providing of some form of Recreation for that Community.

It may mean Baseball to some, Social Activities for others, but, to all, enhancing Community Life appears as the prime reason for existence.

Secondary reasons are usually present, related to other physical concerns and Community services; and the council forum can be effective in airing these issues.

Usually the key component of any Community group is the interaction of its members. This will determine how well it works and how satisfying the job will feel. Developing co-operation and communication between residents, interest factions and business groups is one role that cannot be overlooked in principle and purpose.

HOW CAN A COMMUNITY COUNCIL BE MORE EFFECTIVE ?

The first question a Council should ask itself is, "How clear has it made its reasons for existing." If it is clear to its officers and its members, then, support for its purpose will also be either clearly present or absent.

With a mandate to operate, the next key is "Effective Organization". This takes time and effort, but how many times do we wish we had put better planning into a project? This is multiplied substantially when we deal in large numbers of people, and often to the point of embarrassment. Yet when we volunteer to do something on behalf of others, often, the joy is lost and the effort soured because a pre-event meeting or run-through was omitted.

HOW CAN A COMMUNITY COUNCIL BE MORE EFFECTIVE ?

One person carrying too much of the load, too few knowing what is supposed to happen, no one willing to share their ideas, these are but a few of the symptoms we must remedy.

WHAT IS THE RELATIONSHIP WITH GOVERNMENT ?

Inevitably, one level of government or another, is discussed and approached on a problem. This can become a complicated experience and comparable to going to a plumber for an electrical problem.

In Hamilton, The Department of Culture and Recreation acts as a contact point for not only Municipal Government but also as a guide to Provincial and Federal issues.

The Department of Culture and Recreation offers staff, facility and funding assistance which is outlined later in this booklet.

WORKING WITH THE DEPARTMENT OF CULTURE AND RECREATION

As a Civic Department, responsible to City Council, The Department of Culture and Recreation relates closely with other Municipal Departments such as Parks, Traffic, Public Works and Local Planning.

Another key working relationship is with the Boards of Education both for grounds and community use of schools. Similarly D.C.R. has close liasons with many other Community Agencies such as the Y's, Service Clubs and Family Services.

In the areas of Regional, Provincial and Federal government, particularly in resources and grants, the D.C.R. can save much time for Community groups by referring directly to the right contact.

Other direct staff assistance can be obtained on:

- Publications, Resources, Facilities.
- Fund Raising, Grants.
- Publicity, Promotion, Marketing.
- Volunteers, Leadership Training, Speakers.
- Special Events, Seminars, Projects.
- Constitutions, Terms of Reference.

Although the D.C.R. directly operates Recreation Centres, Pools, Arenas, Golf and Ski areas, it is the work of volunteers in Communities which truly makes Hamilton a good place to live, and it is towards the support of Community Groups that we are most dedicated.

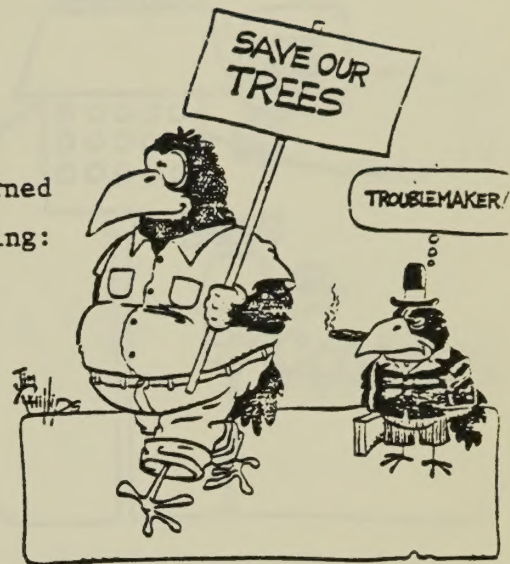
1. A NEW COMMUNITY COUNCIL

STEP A...Initially, the seed for a Community Council

starts with a few individual residents concerned about any one or a combination of the following:

- Community Facilities
- Community Programs
- Community Safety
- Communications

Other topics such as environment, community planning and ecology have been issues in the past.



STEP B... If this "concern" cannot be immediately solved or develops further to uncover other issues, the time has come for broadening the input and it is here that the assistance of the Department of Culture and Recreation staff can help.

By discussion and issue testing, the group of citizens and staff can determine if the next step is a formal steering committee to develop guidelines towards developing a Community Council.

STEP C... With terms of reference, in hand, the steering committee can receive facility and financial assistance in presenting the proposals to the Community - at - large.

The calling of a community meeting must be carefully considered; for wasting citizens time at this step will do great damage, influencing any future undertakings.

If this meeting does receive endorsement on both the issues and the formation of a Community Council, then two options are open:

1. The steering committee continues to act in the capacity of a Community Council Executive to draft constitutional terms of reference.
2. The election of an interim executive is held to prepare the above.

In either case, it is recommended that council memberships be available with a copy of such council terms of reference 30 days prior to the calling of the first general meeting and election of officers.

2. THE "ON - GOING" COMMUNITY COUNCIL

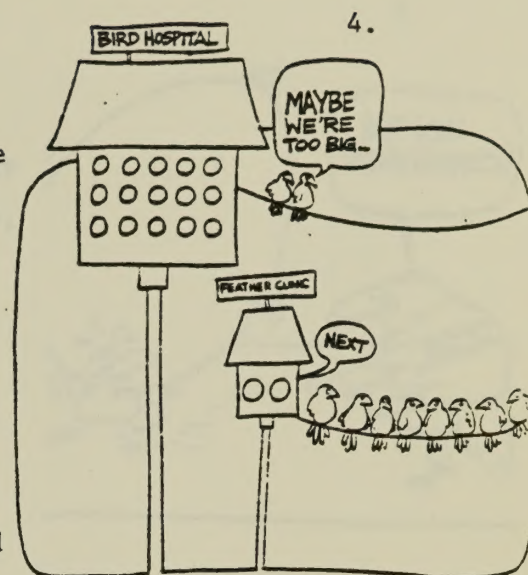
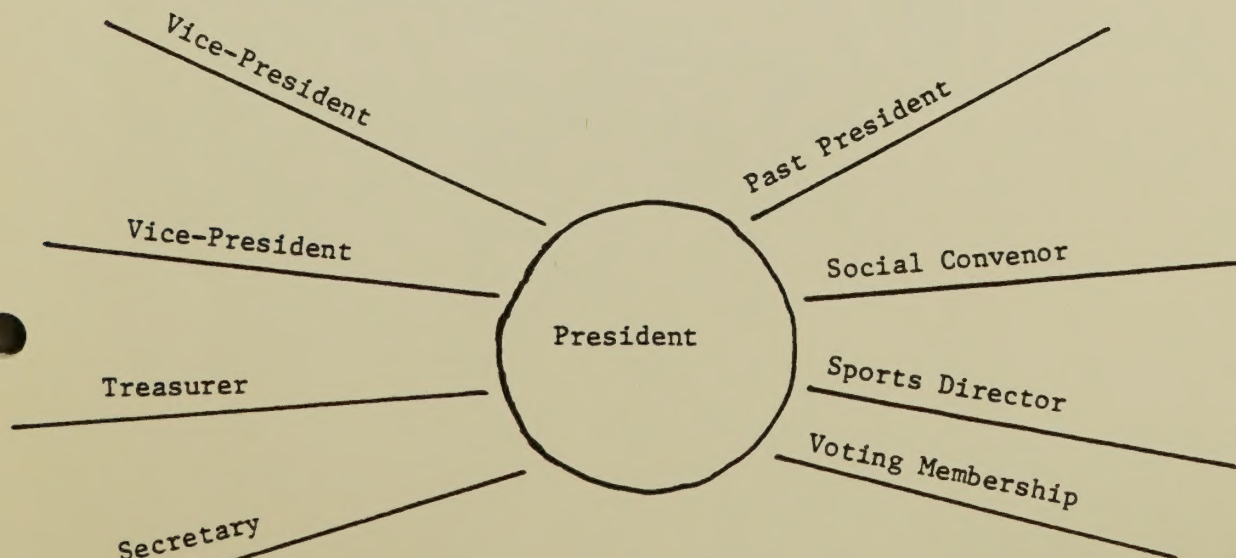
Any Community Council, be it one year old or one hundred, must always keep the reason for existence in the foreground of every undertaking; specifically, Serving the Community.

If we relate to the Provision of Recreational and Social Activities, a failure to serve this purpose may deprive the Community of its full organized use of Parks and Recreational Facilities.

The plight that many community councils now find themselves in, is due primarily to an organizational problem. Every community organization and especially those of a volunteer nature need a proper, well defined organizational structure to function effectively. Lack of a documented organizational structure that operates properly can result in several "power" groups springing up within the organization, effectively preventing any positive action on the part of the organization as a whole. Community councils exist for the benefit of the "Community", and "power" groups within it have to be discouraged.

This brings us to another purpose of this booklet. The Department of Culture and Recreation hopes it will be received as a positive analysis of community councils in general; offering positive suggestions for restructuring for the benefit of all. The Department is indebted to all community councils for their contribution to the recreational programs of the City of Hamilton and feel strongly that the information presented here will enable the Councils to be even more effective in their various programs.

Before we outline suggested changes in your organizational structure, we should examine your current structure. Some community councils organizational charts would look like this:



2. THE "ON - GOING" COMMUNITY COUNCIL cont'd

As you can see, all the power and responsibility rests with the President which is not always desirable, or fair to the President. This structure discourages involvement by members of the Community because of the relatively few executive positions available and the absence of defined duties and responsibilities for each position. This structure also restricts the individual executive member's flexibility in planning new programs because of the almost non-existence of committees. Lack of a strong committee structure deprives the Council of the expertise and enthusiasm of many members of their "Community".

Compare this with the suggested community council organizational structure outlined on the next page. It offers opportunity for involvement by more people in a very organized manner. The entire structure is accountable to the recognized order of authority and discourages individual "power" groups forming and interfering with the mandate of the Council.



COUNCIL EXECUTIVE

The Council Executive is the connecting link between the Voting Membership and the various committees. The Executive is elected by the Voting Membership at the Annual Meeting and has responsibility for transacting all Council business between Voting Membership meetings.

The Council Executive is composed of the:

President

Past President

Administrative Vice-President

Program Vice-President

Director of Finance

Director of Membership and Public Relations

Director of Adult Programs

Director of Youth Programs

Secretary

Treasurer

The President is the Chairman of the Council Executive and presides over all meetings of the Executive and the Voting Membership. The By-Laws should be explicit in defining the functions and powers of the Council Executive. The Council Executive are subordinate to the Voting Membership and must abide by their decisions, the Council's Constitution and By-laws. New policies and projects proposed by the Council Executive must be submitted to the Voting Membership for approval.

PRESIDENT

The quality of the leadership determines how successful the Community Council will be. The leadership shown by the President in the administration of the Council will pay off in efficiency, financial integrity and productive Council meetings. The following should be considered part of the responsibilities of the Community Council President.

1. To have a thorough working knowledge of the Community Council's Constitution, By-laws and Standing Rules. The President should have a working knowledge of Parliamentary law and procedure. As the presiding officer of all Council meetings the President is the advisor on all matters of procedure and policy.
2. To prepare in advance for all Council meetings. The leadership shown by the President in meeting preparation will set an example for other executive members to follow. Productive meetings can only be accomplished if sufficient preparation goes into them by the Executive.
3. To maintain regular contact with the Council Executive members. This is essential and can only be accomplished through regular Executive meetings, to prepare recommendations on policy and programs for consideration by the voting membership.
4. To prepare meeting agendas in consultation with the Council Secretary to ensure that all business that should be considered by the Council is properly dealt with.

The president is also Chairman of the Council Executive which should meet once/twice a month and conduct all business, except that which must be presented to the full voting membership. The Council Executive is responsible to the full voting membership and has the primary role of maintaining a high standard of organized recreational activities for the "Community" through the co-ordination of the efforts of all the Committees.

As Chairman, the President shall abstain from voting except when the casting of his vote will affect the result. In this case he shall either abstain or vote. When there is a tie vote, the motion fails.

PAST PRESIDENT

A Past President is quite often a forgotten and ignored individual and this is a great loss to many Community Councils. Your Past President is a person who has a wealth of experience who should act as an adviser to the Council Executive especially the President in all areas of business. He should also be Chairman of a Committee that deals with inquiries your Council receives that are not solely of a social or recreational nature, or that reflect a different direction or project.

THESE ISSUES COULD BE:

1. The need for a stop sign, crossing guard or traffic signal at a dangerous intersection.
2. Street and sidewalk conditions.
3. Vandalism.

Your Past President can provide the motivation and experience necessary to focus in on these issues and enable them to be fully researched and the appropriate action taken by the body responsible for the particular issue.

ADMINISTRATIVE VICE-PRESIDENT

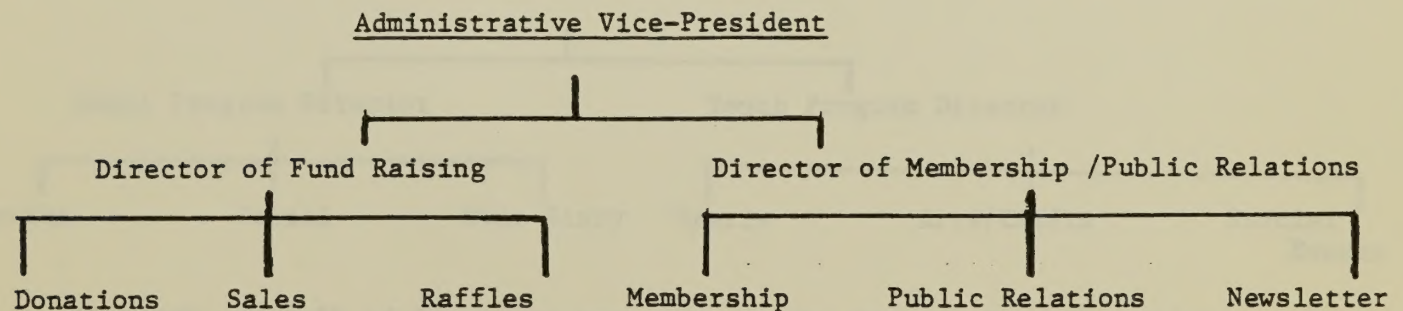
The Administrative Vice-President is responsible for the areas of Finance, Membership and Public Relations and a preferred delegation of the co-ordination of the efforts of the Director of Fund Raising and the Director of Membership and Public Relations.

The Administrative Vice-President should ensure that every effort is made to retain current Council members as well as build the membership to ensure the Council has sufficient interested people to serve on the various program committees.

The Administrative Vice-President should ensure that fund raising projects are undertaken to provide the money necessary to finance the desired programs of the Community Council.

The Administrative Vice-President should ensure that every effort is made to keep the membership aware of all programs and council events through a monthly newsletter. As well, the media should be advised of all council activities to help ensure full community involvement.

The position of Administrative Vice-President is vital in that the Community Council cannot fulfill its mandate without the work of the Administrative part of the Council.



PROGRAM VICE-PRESIDENT

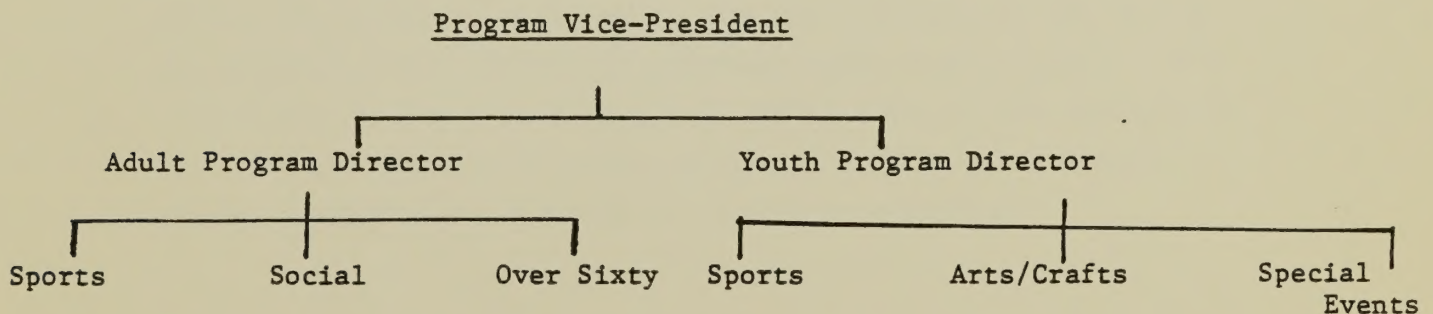
The Program Vice-President is responsible for the areas of Adult and Youth Programs and the co-ordination of the efforts of the Director of Adult Programs and the Director of Youth Programs.

The Program Vice-President should ensure that a full range of recreational and social activities is available to all members of the "Community" served by the Community Council.

The Program Vice-President should ensure that written copies of the rules for each recreational activity run by the Council are available and kept up to date. A timetable should be prepared at the beginning of each season for each activity and made available to the Public Relations Committee and all participants.

The Program Vice-President should ensure that the Director of Fund Raising is made aware of the financial requirements of the various activities to ensure sufficient operating funds are raised, but should feel strongly towards aiding in such undertakings.

The position of Program Vice-President is vital in that the Community Council exists only to organize and supervise recreational and social activities for the "Community".



Although, we talk of Directors reporting to the Program Vice-President, depending upon the size and programs of the council some of the responsibilities are directly handled or certain areas grouped together. Ideally, they could be individually undertaken and this involves more organizers for more sharing of responsibilities. Individually, however, we will require good co-ordination from the Program Vice-President.

TREASURER

The Treasurer of the Community Council is responsible for:

- The preparation of an annual budget in consultation with the Director of Fund Raising.
- The compilation of all necessary financial records.
- The preparation of a written financial statement monthly for the information of the Executive and Voting Membership.
- The submission of all Council accounts for audit at the end of each fiscal year.
- The receipt and banking of all funds raised by the Council.
- The payment of all authorized accounts incurred by the Council.

The Treasurer should also work with the various Committee Treasurers to ensure acceptable bookkeeping methods are used and regular financial reports are submitted by the Committees to the Council Executive.

SECRETARY

The Secretary of the Community Council is responsible:

- To read and record the minutes of Executive and Council meetings.
- To receive and answer all correspondence received by the Community Council.
- To assist the President with the preparation of agendas for all Executive and Council meetings.
- To prepare and send correspondence as directed by the Council Executive and Voting Membership.
- NOTE:

The minutes of an organization are the official record of all business transacted, activities undertaken, plans projected, etc. The minutes should contain what is done, not what is said and should be written in the third person. The minutes should be signed by the Secretary and formally adopted at the next meeting.

SPECIAL NOTE:

The Department of Culture and Recreation should be kept informed by either the Secretary or directly from the President on any policy discussions, plans, events or proposals on an ongoing basis. This should also be the case in the year end reports and the application for grants, following an annual meeting a report on any future goals, objectives or undertakings should be submitted.

COMMITTEES

Each committee should elect its own Chairman, Vice-Chairman, Secretary and Treasurer.

It is a committee's responsibility to research and evaluate potential programs and activities for recommendation to the Council Executive and Voting Membership.

The membership of each Committee should be limited to a workable number - nine maximum.

Once a program or activity has been endorsed by the Executive and/or Membership, the Committee which submitted the recommendation should oversee the program or activity to completion.

WE'VE GOT THE PLACE

appendix I

FACILITY	IS THERE A CHARGE	AVAILABLE TO	APPLICATION DEADLINES
Schools Gyms No Meeting Rooms Available Other Than Culture & Recreation Dept.	Yes	Any Non-Profit Group Of 15 Or More Community Cultural Group	No Rentals After (April-August) 21 Days Notice Requested
Baseball Diamonds Soccer Pitches Football Fields	No	Any Non-Profit Community Business Cultural Group **Leagues Only** **Teams In May**	Last Week Of February - First Week In March
Major Sports Facility	Yes	Open	Commence January 2nd
Arenas Rinks	Yes	Open	Winter Ice - Last Week Of July First Week Of August Summer Ice - Last Week Of February, First Week of March
Picnic Sites	No	Any Group Of 20 Or More	14 Days Notice Requested
Pools	Yes	Any Group Of 20 Or More	21 Days Notice Requested
Community Centre Halls, Rooms	Yes	Community And Cultural Groups	21 Days Notice Requested
Robinson Band Shell Gage Park	Yes	Community And Cultural Groups	14 Days Notice Requested Special Event Application Commencing January
Dundurn Park Pavillion	Yes	Community And Cultural Groups	14 Day Notice Requested Special Event Application Commencing January

THE COMMUNITY COUNCIL'S
TERMS OF PERFORMANCE/CONSTITUTION

WHY A CONSTITUTION ?

To allow members to know why you exist and need their support to guide the officers in their dealings/meetings etc. To keep levels of government informed on your policies.

SUPPORTIVE REASONS

An organization which takes time to write down the guidelines under which they operate can expect a higher degree of support from individuals, local business and government.

By filing such a document (and up dating any changes), the Department of Culture and Recreation is in a position to aid any and all programs in such ways as Services and supportive recognition.

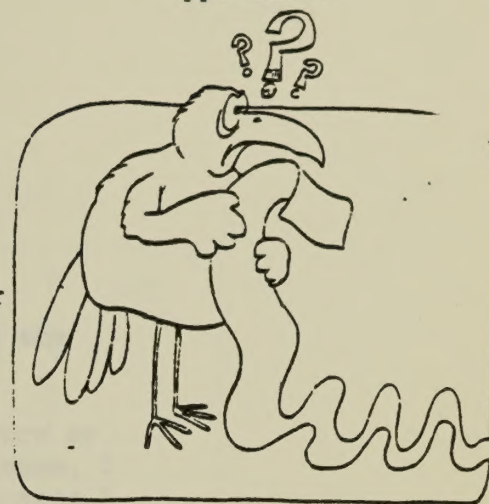
WHAT IS A CONSTITUTION ?

Any writing which defines the guidelines or terms under which a group will operate, is on its way to being a constitution. It should INCLUDE:

- ARTICLE I - The Group Name.
- ARTICLE II - The Aims and Objectives.
- ARTICLE III - The Membership Criteria.
- ARTICLE IV - The Officers (Term, Duties, Committees, Eligibility)
- ARTICLE V - The Meetings (Procedures, Dates)
- ARTICLE VI - Voting Rights (Quarums, Eligibility)

By Laws would cover the duties of the officers, amending procedures, funding procedures, reporting and evaluating etc.

Copies of proposed constitutions are available from the Department of Culture and Recreation staff.



BE INTERESTING AND KEEP IT SIMPLE

A G E N D A

1. Call to order - "This meeting is called to order."
2. Reading of Minutes - "The Secretary will please read the minutes of the last meeting."
3. Errors and omissions in minutes - "Are there any errors or omissions in the minutes? If none, I declare the minutes adopted as read."
(or corrected)
4. Correspondence
5. Committee reports -
 - Executive Reports - "Are there any Executive reports."
 - Standing Committees- "Are there any Standing Committee reports."
 - Special Committees - " Are there any Special Committee reports
6. Unfinished business - "Mr. Secretary, is there any unfinished business?."
7. Business arising from the minutes - "Is there any business arising from the minutes?."
8. New Business -
9. Adjournment

PARLIAMENTARY PROCEDURE IN ACTION

MOTION	MAY APPLY TO THESE MOTIONS	MAY INTERRUPT A MEMBER ON THE FLOOR	MOVER MUST BE RECOGNIZED	REQUIRES A SECOND	DEBATABLE	VOTE NEEDED
FIX TIME OF NEXT MEETING	NONE	NO	YES	YES	Not when privileged	Majority
TO ADJOURN (Recess)	NONE	NO	YES	YES	Not when privileged	Majority
QUESTION OF PRIVILEGE	NONE	Yes, if necessary	NO	NO	No, but a resulting motion is	Decided by Chair
CALL FOR ORDERS OF THE DAY	Any special or general order	Yes, to call for a special order	NO	NO	NO	None, it takes 2/3 vote to postpone special order
RISE TO POINT OF ORDER	Any motion or act	YES	NO	NO	NO	None, unless appealed, then Majority
APPEAL	Any decision by the Chair	YES	NO	YES	USUALLY NO	Majority
SUSPEND THE RULES	Any motion where needed	NO	YES	YES	NO	Usually 2/3
WITHDRAW (or Renew) A MOTION	Any motion	NO	YES	NO	NO	Majority
OBJECTION TO CONSIDERATION	Main question, and questions of privilege	YES	NO	NO	NO	2/3 in negative
LAY ON THE TABLE	Main question, appeals, questions of privilege, reconsideration	NO	YES	YES	NO	Majority
TAKE FROM TABLE	Only to motion that was "tabled"	NO	YES	YES	NO	Majority
CLOSE OR LIMIT DEBATE	Any debatable motion	NO	YES	YES	NO	2/3 Majority
POSTPONE TO CERTAIN DAY	Main motion, questions of privilege, reconsider	NO	YES	YES	YES	Majority
REFER	Main motion, questions of privilege	NO	YES	YES	YES	Majority
AMEND	Main motion, limit debate, refer, postpone definitely, fix time of next meeting	NO	YES	YES	YES	Majority
POSTPONE INDEFINITELY	Main motion, question of privilege	NO	YES	YES	YES	Majority
MAIN QUESTION (or Motion)	No other motion	NO	YES	YES	YES	Majority
RECONSIDER	Any motion except adjourn, suspend rules, lay on table	YES for entry	NO	YES	YES	Majority
RESCIND (or Repeal)	Main motions, appeals, questions of privilege	NO	YES	YES	YES	Majority

FUNDING AND FUND RAISING

People readily relate to a fund raising campaign, and if the reason (s) is clear for its need, both workers and donors become accessible.

The Department of Culture and Recreation can help with the operating costs of a Community Council and members expect dues to support such on-going work.

Then, the officers are charged with developing funding sources for programs and projects which require more funds than immediately accessible from:

- Memberships
- Program Fees
- Grants

Often, the first avenue is Wintario. This is available from lottery funds and applications can be obtained from Provincial field officers of the Ministry of Culture and Recreation.

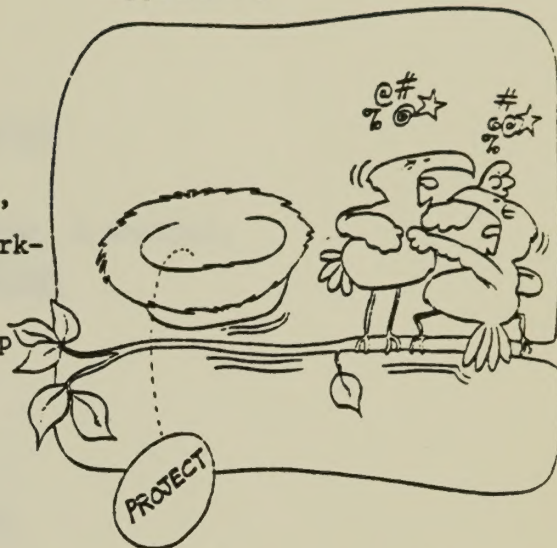
It should be noted, these are one-time grants and require advance notice and lead time. Documentation is necessary.

Other funding ventures cannot only raise money, but inform the public about your group. Its PROGRAMS -

- | | | |
|-------------|--------------|---------------------|
| ..Auctions | ..Yard Sales | ..Draws and Raffles |
| .. - Athons | ..Card Nite | ..Pledges |

It is not always dollars that you are really in search of -- donations of prizes, donations of skills, donation of materials, donation of equipment, will offset the cost of a venture and if incorporated in your budget work sheets, can reduce the dollar needs.

The bottom line in any funding program is accountability and responsibility in allocating the funds.



Petty politics

COMMUNITY MEETING - COMMUNITY CONFERENCES

No matter how complicated the business of a meeting, a seminar, a conference, one thing must be kept clear - THE PURPOSE.

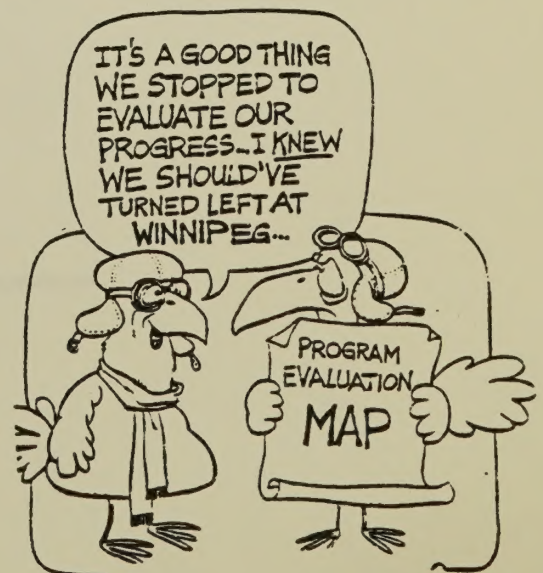
ATTENDANCE will be dependant upon:

1. Publicity
2. Clarity of Purpose
3. Significance to the Community
4. Previous Meetings and their Productivity.

THE OUTCOME - will be determined by -

- The information provided to those attending,
 - Relevant
 - Accurate
 - Objective
 - Interesting
- The opportunity for the Attendees to participate,
 - Ideas
 - Opinions
- The resolve of those attending,
 - Policy Making
 - Program Plan
 - Results (written)

Future support for any event will be dependant upon the credibility of the Council and its Officers' track record. The on-going evaluation of a Councils effectiveness should not be avoided but used in a positive and constructive manner.



CO-OPERATIVES

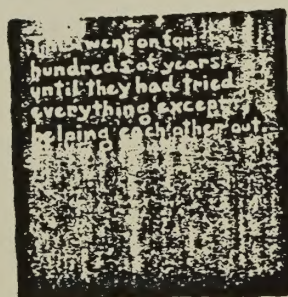
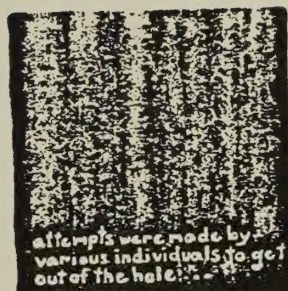


PLATE 22



Figures 1-7. Details of the structure shown in Plate 21, figures 1-7, showing the details of the structure.

HAMILTON PUBLIC LIBRARY



3 2022 21335989 2

WIND
UPPER
MADE IN CANADA